



# TIG

*Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

JULY-AUGUST 1999

## ANG AFRES...

## ...CRITICAL EAF ELEMENTS

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## Contemporary Issue

A major concern for some time, retention rates are based upon many factors

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The Inspector General Brief  
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### The Cover

**Staff Sgt. Andrew Zyla of Barnes, Mass., checks a panel on an A-10 returning from a during NATO Operation Allied Force.**

**Cover photo by Staff Sgt. Chani Devers, 110th Fighter Wing**



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# Assessing Operational Readiness in the Expeditionary Aerospace Force

## Readiness Evaluation Must Evolve

Implementation of our Expeditionary Aerospace Force concept will bring with it significant changes in how we assess operational readiness across the Air Force. These changes will be driven by a combination of high operations tempo, the desire to optimize use of the Total Force and the characteristics associated with the organization of Aerospace Expeditionary Forces.

In the past, major command Inspectors General evaluated Air Force wings, including command and control structure and support organizations, as a single entity. Under the EAF concept, this traditional approach will no longer work easily for many wings. If we are to honor our commitment to a 15-month rotation cycle, approximately 90-day vulnerability windows and follow-on pause, normal training and preparation periods, we need to become more flexible in developing evaluation techniques.

## How the EAF Changes the Equation

Most flying wings will have operational squadrons and support packages assigned to **different** AEFs, so they will be in **different** periods of the 15-month cycle. For example, a three-squadron wing could

have one squadron deployed, another preparing for their turn “in the barrel” and the third in the normal training period. To complicate things, some of the wing’s support packages could be aligned with other AEFs and be in different periods of the 15-month cycle. The point is there will be few times when the entire wing will be available at the same time for an Operational Readiness Inspection as we have known it in the past.

The increased occurrence of “partial-wing” deployments highlights another characteristic of present commitments and the impending EAF concept — the wing command and control structure does not normally exercise operational control over their deployed units unless they are a lead wing and the leadership elements deploy with the primary force package. Of course, wing commanders are still held accountable for the operational readiness of all their assigned units. Commanders have a direct interest and play in the preparation for and the execution of readiness evaluations. In effect, we are presented with a situation where the operational and support units in a wing are trained to fold into one or more AEFs which, in turn, fold into the command and control structure of whichever com-



mander in chief they are assigned to support. That poses an interesting challenge in setting up realistic evaluations of unit readiness.

## Guard and Reserve Affect the Equation

Another consideration to take into account in finding smarter ways of evaluating readiness is related to the fact we will rely more heavily on the availability of Guard and Reserve forces under the EAF concept. These forces are integral to EAF success but their availability is limited to a finite number of days per year, except when there is a “call up” of forces. This means we need to optimize their availability to meet EAF requirements. Today, much of that availability is spent sustaining skills and preparing for traditional ORIs. The challenge — find more

*SEE NEXT PAGE*

# From the Top *From Page 3*

innovative ways of assessing unit readiness while channeling as much resource availability as possible to support the EAF.

## **New and Varied Approaches Necessary**

How do we deal with all this? In a nutshell, we need to add more innovative tools to our tool kit.

We don't need to discard the traditional ORI because it still applies for certain commands and missions. But we need to add more options that better accommodate the circumstances described above. The aim is to give MAJCOM commanders maximum flexibility in determining how to assess readiness.

This is where approved initiatives such as sampling techniques, the use of certain performance measures, combined/multi-MAJCOM inspections, or ORI credit in conjunction with selected exercises and real-

world contingencies, come into play. In other words, each MAJCOM must find its own "niche" because each unit presents a different situation ... a "cookie cutter" approach won't work. There must be a clear understanding between the IG and evaluated units on exactly how evaluations will be conducted and what is expected.

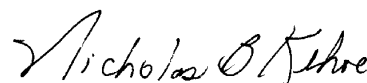
As we consider more innovative techniques, we must realize that change will not occur without some risks, challenges and a number of questions to ponder:

- How much of a wing do we need to see to give it a grade?
- What is the threshold for assigning a grade when using metrics/performance measures?
- Does the IG need to directly observe unit activities to give ORI credit?
- How do IGs measure readiness in areas not assessed during an

exercise or real-world deployment?

- Do we need to find new ways of assessing command and control?
- What happens when an inspected unit doesn't meet standards and they're either in or about to enter a vulnerability period?

It's a matter of trial and error to answer these and other questions, but they are not insurmountable by any stretch. We owe it to our Air Force to engage in this new challenge and to find smarter ways of doing business. I'm optimistic this is already happening. ♦



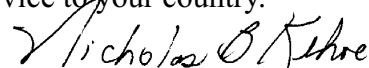
NICHOLAS B. KEHOE  
Lieutenant General, USAF  
The Inspector General

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*'... thank you  
for your  
support,  
insight,  
leadership ...'*

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"On behalf of the entire Inspector General community, I would like to thank Maj. Gen. Hessert for his many contributions to the IG business and for the tremendous impact he has had on the Air Force IG system during his two-year tenure as the deputy IG. Wil has provided invaluable insight on the Air National Guard and has helped immensely to bring the Total Force IG closer together. He's been the driving force behind the implementation of formal IG training and spearheaded a whole host of other initiatives that will have lasting impact well beyond his time. That's a true indication of resounding success. We wish Wil and his spouse Marion all the very best and Godspeed as he moves to a challenging new assignment as military advisor to the chairman, Reserve Forces Policy Board. Wil, thank you for your support, your insight, your leadership and your distinguished service to your country."



# Some final observations

After serving for two years as The Deputy Inspector General, I will soon depart the fix for a position in the Office of the Secretary of Defense, serving the Reserve Forces Policy Board and its Chairman, Mr. Terry O'Connell. Here are some observations from my tenure that may be of interest as you support our Air Force mission:

- Senior Leadership is “no fooling” involved and sensitive to the needs of our Air Force members. Whether it's the Secretary of the Air Force, the Chief of Staff, major command commanders or whomever, there is brutally frank and open dialogue on what needs to happen to support our Air Force members, active duty, Guard and Reserve, in this new post-Cold War era. Do we have all the “fixes” in place yet? Of course not, but amazing changes are in place and evolving almost daily to better support you and me in this difficult business.
- The Inspector General, Lt. Gen. Nicolas B. Kehoe, has brought an intensity and rigor to what we do, spotlighting improved service to commanders and Air Force members.
- The IG education pillar, started a year ago, is providing correct, timely support to commanders and Air Force personnel on the complaints processes. To date, more than 1,000 officers and non-commissioned officers have been trained in the Installation IG and Investigating Officers' Courses. All installation IGs are now going through a one-week course in D.C. Additionally, a long-standing course to train inspectors conducting major command inspections is conducted by the Air Force Inspection Agency and has graduated 436 students this fiscal year to date.
- Complaints against senior officers have declined over the past year.
- The installation IG program is a success! Wing commanders are receiving timely support. The system has not been implemented in the Air National Guard, but a program with manpower positions is in the final stages of coordination. A noticeable reduction in com-

plaints is evident in units with the installation IG program.

- The National Guard Bureau Headquarters complaints section has been integrated into SAF/IG Inquiries Directorate with an Air National Guard colonel as the deputy director. Service to the Total Force by this directorate has improved markedly as a result of this innovative initiative.
- TIG/DIG training to commanders is making a difference in command ethics and the practical application of leadership — “lessons learned.”
- Finally, through the TIG's personal intervention, we're seeing the effects of an increasing inspection dialogue. I believe this increase will bear fruit in reduced inspection footprint. Extraordinary efforts by MAJCOM IGs to reexamine inspection team sizes, give deployed Operational Readiness Inspection credit and adjusting the way we inspect the Air Reserve Component are ongoing. Adjusting the ARC inspection piece is necessary to better capture their real world deployment capability. To this end, constructive initiatives by several MAJCOM IGs are in the works. Hats off to them for this open-minded and timely dialogue.
- The ability to monitor our complaints process, Air Force wide, needs an overhaul. The current system was designed in-house and has overcome extraordinary hurdles but needs to mature to a requirements-based system. When we can't move quickly across commands with complaints information, you and I are held hostage to a process that needs to be more timely. This fix is one piece of the complaints solution set directed by the TIG.
- The Air Force Inspection Agency performs Health Services Inspections and Acquisition and Management Reviews (known as Eagle Looks) for our Air Force. HSIs are effective and well done. Eagle Looks have matured to hard-hitting reality checks on systemic Air Force issues, such as Lean Logistics, Munitions Management and TRICARE.



These are “truth-in-lending” reports to Air Force leaders on where we are and where we need to go on major issues.

- The Air Force Office of Special Investigations performs criminal and counterintelligence work for commanders, affecting all of us. It is a solid organization, well led and effective, performing admirably with a decreasing experience base — something occurring all across our Air Force. It covers the active-duty and Reserve components well, but needs to be more readily accessible to the ANG.

In my travels across the Air Force, I am struck with the constancy of effort by all uniformed members of our service. Whether in a missile silo at F. E. Warren Air Force Base, Wyo., the engine shop at Seymour Johnson AFB, N.C., the flightline at the 101st Air Refueling Wing at Bangor, Maine, or at the Wolfpack in Kunsan Air Base, Republic of Korea, Air Force airmen want to do the job right. They ask only for the tools to do the job, the support of their leadership and the opportunity to balance mission, family and in the case of the ARC, employers. The Air Force IG system provides direct support to commanders to effect that end. It has been a privilege and an honor to serve as the DIG. My thanks to all of you for your dedicated contributions to our Air Force. ♦

*Wilfred Hessert*  
WILFRED HESSERT  
Major General, USAF  
The Deputy Inspector General



# *In like Flynn*

## The first winners

## of the Lt. Gen. John P. Flynn Awards



General Kehoe with Colonel Tufts (above) and Colonel May (below)



General Flynn

The first winners of the new Lt. Gen. John P. Flynn Awards for best Inspector General complaints and investigations offices were honored recently by Lt. Gen. Nicholas B. Kehoe, The Inspector General. And the Flynn Awards go to:

- Air Force Materiel Command IG Inquiries and Oversight Division, Wright-Patterson AFB, Ohio, in the category for major command/numbered air force/field operating agency/direct-reporting unit.
- 82nd Training Wing IG, Sheppard AFB, Texas, at the wing/installation level.

The awards are in memory of Lt. Gen. John P. Flynn, TIG from 1976 to 1978, who left a legacy of high expectations in IG functions.

### **AFMC/IGQ**

To win the Flynn, AFMC/IGQ led investigations into 70 high-visibility cases and maintained a closure average of 74 days per case. That's 16 days below the Air Force standard of 90. AFMC/IGQ also developed a unit compliance inspection, which targeted critical compliance issues and reduced the size of the inspection footprint. Their UCI checklist has become a model for all IG investigative offices.

Comprising the winning office are

Lt. Col. Winfield Tufts, division chief, Maj. Jim Dickerson, Bob Urmetz, Joseph Minior, Vic Mangio and Robert Haughian, Staff Sgt. Ian Wain, and Rebecca Brumlow, Jim Staffan and Michelle Bildhauer.

### **82nd TRW/IG**

Teamwork won the base-level honor for the Sheppard AFB wing, which worked to decentralize the complaints process by working numerous complaints at the lowest possible level.

Despite having the largest workload in Air Education and Training Command, the 82nd IGQ scored a number of successes, recovering \$3,300 in temporary

duty and permanent change of station entitlements, and preventing a repeat of an apparent hazing incident. The office educated over 550 newcomers and 17,000 students, maximizing their awareness of the IG complaints process.

On the winning base-level team are Col. Rob May, IG, his deputy IGs, Master Sgts. Jim Dossey and Mike Lucchesi, as well as Phylis Danielson. ♦

Contributing to this article were **Col. Rita Richardson** and **Maj. Cynthia Rivera-Prestgard**  
Photos by **Maj. A.J. Fernandez**  
SAF/IGQ DSN 425-1543

## *How They Won*

### **AFMC/IGQ**

- Shortened case closure average
- Shrank inspection footprint
- Wrote influential handbook
- Developed model checklist

### **82nd TRW/IG**

- Decentralized complaints process
- Recovered thousands of dollars in entitlements
- Maximized awareness of IG process
- Developed syllabus that goes beyond Air Force, MAJCOM

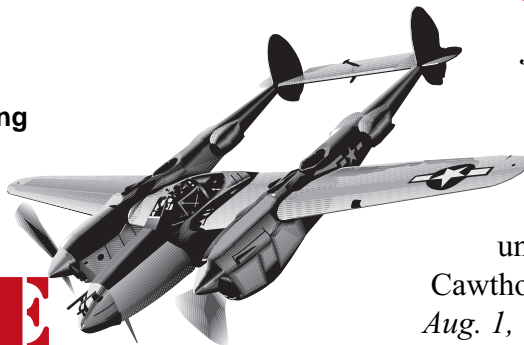
# history in brief



B-17 Flying Fortress

AFNews art

P-38 Lightning



# AIR FORCE RESERVE

*July 2, 1926* — Congress passes legislation creating the Air Corps and the Air Corps Reserve.

*July 31, 1946* — Gen. Carl A. Spaatz, the first Air Force Chief of Staff, directs that all major commands conduct reserve training on their bases.

*Aug. 9, 1955* — President Eisenhower signs the Reserve Forces Act, strengthening the reserve structure.

P-80 Shooting Star



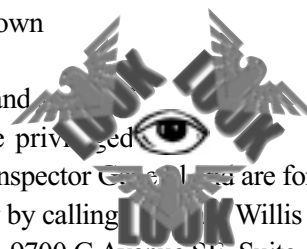
# Air NATIONAL GUARD

*July 13, 1916* — The War Department mobilizes the Air National Guard's oldest unit, the 1st Aero Company, during the border crisis with Mexico. The unit is under the command of Capt. Raynal Cawthorne Bowling.

*Aug. 1, 1943* — Lt. Col. Addison E. Baker, a Guardsman from Akron, Ohio, is among the daring leaders on one of the most dangerous missions of World War II, the attack on heavily defended enemy oil refineries at Ploesti, Romania. Baker, who commands the Army Air Forces' 93rd Heavy Bombardment Group on the mission, receives the Medal of Honor posthumously.

*Aug. 30, 1961* — President Kennedy orders 148,000 Guardsmen and Reservists to active duty when the Soviets move to cut off allied access to Berlin. Since some units know how to deliver only nuclear weapons, they have to be retrained for conventional missions once they arrive in Europe.

Here are the most recent Air Force Inspector General Eagle Looks, formerly known as Acquisition Management Reviews and Management Reviews. The information in this section is general in nature and contains only the purpose and reviews. Specific findings or recommendations are not included because they are privileged information. These reports are privileged documents of the Secretary of the Air Force Inspector General and are for official use only. Air Force organizations may request copies of the reports listed below by calling Willis at DSN 246-1972, e-mailing him at [willisg@kafb.saia.af.mil](mailto:willisg@kafb.saia.af.mil) or writing HQ AFIA/FO, 9700 G Avenue SE, Suite 363A, Kirtland AFB, NM 87117-5670. Agencies outside the Air Force desiring a copy of any of these reviews should contact SAF/IG Inquiries at DSN 425-1531 or commercial (703) 697-5119.



### **Eagle Look on Air Force Small Arms Firing Ranges, PN 99-605,**

assessed the effectiveness of the Air Force small arms range program and determined its impact on force protection and readiness. An Eagle Look team visited 47 organizations, and 1,054 surveys were sent to combat arms personnel, civil engineers, wing safety personnel, installation deployment officers, bioenvironmental engineers, personnelists, unit deployment managers and SORTS (Status of Resources and Training Systems) monitors. The team:

- Reviewed Air Force, major command and base-level policy and guidance for consistency, adequacy and implementation.
- Assessed the operational status and overall condition of small arms firing

ranges Air Force-wide.

- Assessed the management of the Air Force small arms firing range program and its current impact on force protection and readiness.
- Assessed the capability to meet Air Force weapons qualification training requirements.
- Assessed the impact of the Air Force small arms firing range program on force protection and readiness in the future. (HQ AFIA/FOS, Lt. Col. Deborah L. Borio, DSN 246-5614, [boriod@kafb.saia.af.mil](mailto:boriod@kafb.saia.af.mil))

### **Eagle Look at the Hazardous Material Pharmacy Program, PN 99-603,**

assessed the program's operational effectiveness. The Eagle Look team visited 24 organizations, interviewed 1,106 personnel and surveyed 150 bases

Air Force-wide. The team:

- Reviewed Air Force policy, major command guidance and base-level implementation governing HPP.
- Determined leadership involvement in the program.
- Assessed automation tools and efforts associated with the HPP.
- Assessed safety and suitability of HPP facilities.
- Assessed knowledge of environmental, safety and occupational health requirements.
- Assessed training associated with the HPP.
- Identified best practices. (HQ AFIA/FOL, Lt. Col. Dennis P. Mocco, DSN 246-1978, [mocorro@kafb.saia.af.mil](mailto:mocorro@kafb.saia.af.mil))

**Eagle Look at the Installation Deployment Planning Process, PN 99-602,** assessed the effective-

ness of the process and its impact on readiness.

An Eagle Look team visited 72 organizations, interviewed 1,179

personnel and surveyed 22 bases. The team:

- Reviewed Air Force policy, major command guidance and base implementation.
- Determined leadership involvement in the deployment planning process.
- Assessed the effectiveness of automation systems used in deployment planning.
- Assessed the effectiveness of resources used in deployment planning.
- Assessed the effectiveness of deployment training.
- Assessed personnel knowledge of the deployment planning process.
- Identified best practices.

(Lt. Col. Herbert Bodison Jr., HQ AFIA/FOL, DSN 246-1792, [bodisonh@kafb.saia.af.mil](mailto:bodisonh@kafb.saia.af.mil))



## ask the IG

**Q** *I'm thinking about turning in a fraud, waste and abuse report regarding a "situation" in my section. Before I do however, I would like to know what the word "fraud" means. I know that this "situation" in my section is costing the American taxpayer money, which means that it is costing **me** money, but I want to ensure it's fraud before turning it in. Please explain.*

**A** The Inspector General definition of fraud is found in Air Force Instruction 90-301, *Inspector General Complaints*, April 1, 1999, attachment 1. However, you should not rely on the definition alone "before turning it in." Make an appointment with your local IG, legal office or the Office of Special Investigations. Let the experts decide whether or not the information you have is enough to start an investigation.

AFI 90-301 says that fraud is "any intentional deception designed to unlawfully deprive the Air Force of something of value or to secure from the Air Force for an individual a benefit,

privilege, allowance or consideration to which he or she is not entitled."

For example, offering bribes, submitting false claims, misrepresenting material facts to deprive the Air Force of something of value and falsifying records could all fit the definition. But several other practices could be fraud. For purposes of the AFI, the definition can include any theft or diversion of resources for personal or commercial gain.

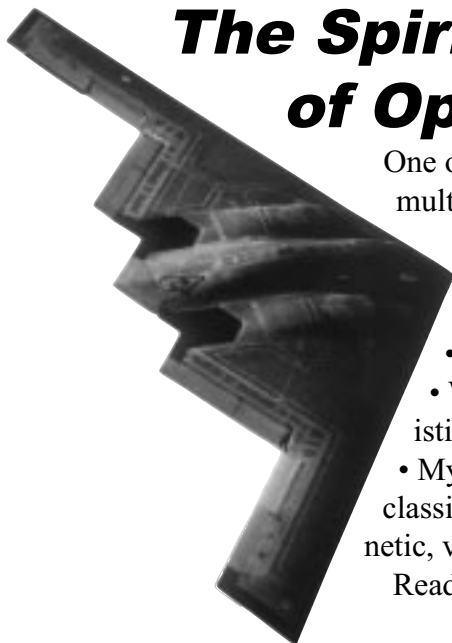
Again, you should discuss the information you have with one of the offices listed above. Even if it does not appear to be fraud, one of those offices may want to investigate the practice for other reasons. ♦



Submit your questions via e-mail to:  
**tigbrief@kafb.sala.af.mil**

## TIG bird

### ***The Spirit of Operation Allied Force***



One of the mainstays of the air campaign over Serbia is the B-2 Spirit, a multirole heavy bomber that is both a vision of the next century with its stealth technology and a tribute to the aircraft designers of the late 1940s with its flying-wing design. Some facts about the B-2:

- Crew of two: Both pilots, one an aircraft commander.
- One base: Whiteman AFB, Mo.
- Wing thing: Part of its stealthiness owed to "old-fashioned" yet futuristic flying-wing design.
- Mystery to me: Many of the secrets of the Spirit's stealthiness remain classified. Stealth is achieved by reducing infrared, acoustic, electromagnetic, visual and radar signatures.

Read more about it at [www.af.mil/news/factsheets/B\\_2\\_Spirit.html](http://www.af.mil/news/factsheets/B_2_Spirit.html)



You've seen the headlines. They span the pages of Air Force Print News and newspapers: "Retention, assignments, promotions drive Air Force's future," "People First: Enlisted retention faces major challenges." What's the driving force behind the headlines? What is causing the drop in retention rates?

The answers are not surprising but the concerns are real.

"There are many, many factors that impact the retention decision. Predictability and deployments, that's one, and compensations and retirements benefits, that's another. The quality of life is another, robust economy and a strong job market," said Master Sgt. Tony Patterson, Air Force Retention Policy Office. "All those types of things impact retention decisions. So, there is no one key factor; there are many."

The office, located in the Pentagon, tracks and reports trends in officer and enlisted retention rates. In fiscal 1998, retention went down in all categories, both officer and enlisted (*see chart*). Enlisted rates are tracked as reenlistment rates in three categories: first term, second term and career. Fiscal 1998 marked the first time since fiscal 1981 that all three categories fell below the established goal. Currently the concern lies within the first and second term airmen

# UNCLE SAM WA

By Capt. Christa L. Baker

Editor, *TIG Brief*

DSN 246-2946 bakerc@kafb.saia.af.mil

categories. Rates thus far in fiscal 1999 (as of April 30) are 46 percent for first term airmen (goal: 55 percent) and 71 percent for second term airmen (goal: 75 percent).

"What we'd like to see is of the re-enlistment eligible population for first and second termers, at least 55 and 75 percent of those populations re-enlist," said Patterson.

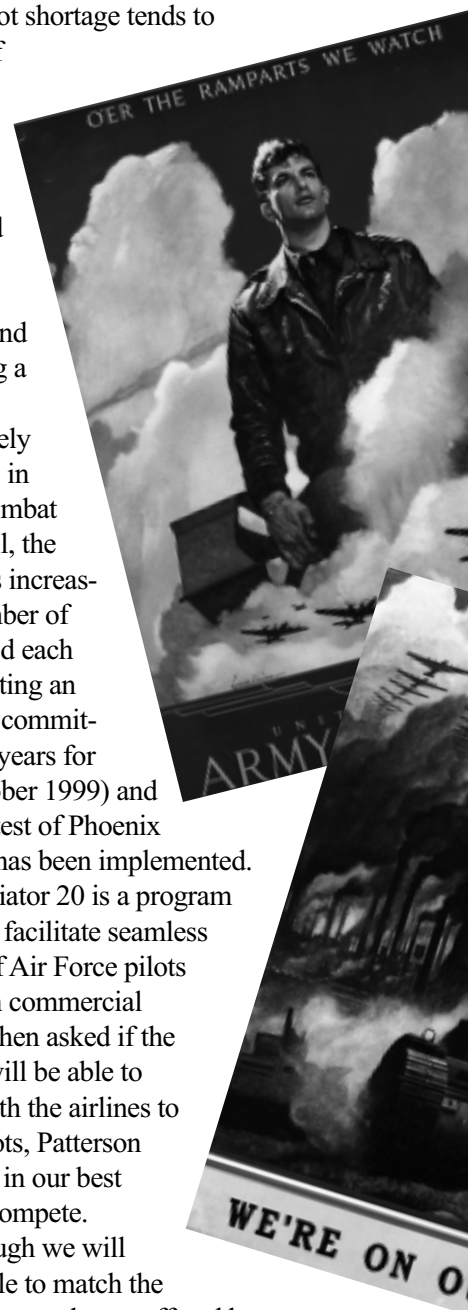
According to the Retention Policy Office staff, reduced first term rates may be affected by recent re-enlistment policy changes that allow airmen to re-enlist later in the re-enlistment window.

Officers' rates are tracked in four categories: pilot, navigator, non-rated operations and mission support. Unlike the enlisted side of the house, officer rates are called cumulative continuation rates vs. re-enlistment rates. This rate is measured by how many officers entering their fourth year of service (for non-rated and mission support) and their sixth year of service (for pilots and navigators) who will complete their 11th year of service, given existing retention rates. Pilot retention is the major concern. The fiscal 1999 pilot retention rate is down 5 percent from fiscal 1998 and down 46 percent from fiscal 1995 when the retention rate was at 87 percent, an all-time high for the decade. The Air Force is particularly concerned about pilot rates but is closely tracking all the officer categories (*see chart*).

The pilot shortage tends to gain a lot of publicity in the news. Fiscal 1998 closed out with a shortfall of 648 pilots and is projecting a shortfall of approximately 1,700 pilots in 2002. To combat this shortfall, the Air Force is increasing the number of pilots trained each year, instituting an active-duty commitment of 10 years for pilots (October 1999) and a one-year test of Phoenix Aviator 20 has been implemented. Phoenix Aviator 20 is a program designed to facilitate seamless transition of Air Force pilots into civilian commercial aviation. When asked if the Air Force will be able to compete with the airlines to keep its pilots, Patterson said it's not in our best interest to compete.

"Although we will never be able to match the compensation packages offered by the airlines, we recognize the airline hiring is a pull factor that directly impacts pilot retention," said Patterson.

To counter this factor, Aviation Continuation Pay has been in-



# WANTS YOU ... TO STAY IN!

creased from \$12,000 to \$22,000 and the Aviation Career Incentive Pay for 14-year aviators will increase from \$650 to \$840. Pilots aren't the only ones receiving pay benefits for continuing service to their nation.

Currently there are 117 skills eligible for the selective re-enlistment bonus program and there is an SRB budget of \$53 million for fiscal 1999. Manning, previous and current retention rates, how many personnel are needed, how many can be trained and input from career field managers are all factors that help leadership decide which career fields can be added to the list. The enlistment bonus program has also expanded from five skills to more than 115.

Bonuses range from \$1,000 (four-year enlistees) in select career fields to \$9,000 (six-year

enlistees) in highly critical specialties (combat controller, pararescue, explosive ordnance and linguists). Increased promotion rates are on the rise and are expected to continue rising, therefore adding to the number of positive incentives being put into place for re-enlisting.

However, between fiscal 1999 and 2002, 93 percent of the enlisted force will make a re-enlistment decision. With a robust economy, the potential does exist that a large number of airmen will leave the force.

"Different strokes for different folks," said Patterson. "Some people

say it is the ops tempo that drives them out, others say it's the retirement system and still others say it's the availability of civilian jobs."

All the services are feeling the loss. Leadership is working on the issue. The compensation game plan includes plans to restore the 50 percent retirement program, implement a 4.4 percent pay raise and reform the pay table. Continual improvements in quality of life and care for families such as renovating dormitory spaces, upgrading dining facilities, physical fitness centers, education centers and libraries are included in the Air Force fiscal 1999 military construction

funding program. Housing and medical are also on the radarscopes. As far as operations tempo, the Expeditionary Aerospace Force concept is designed to provide stability and predictability for Air Force members, allowing them time to plan for training, education and family activities.

The warning light is on enlisted retention and pilot retention is a major concern. EAF is not the overall fix to increased retention rates but it's a start. The "fix" is a combination of all the efforts (increasing quality of life, pay and benefits) being put into place that will help to alleviate the current re-enlistment trends. ♦

## Show me the numbers

### Re-enlistment Goals

1st Term	55 percent
2nd Term	75 percent
Career	95 percent

### Fiscal 1998 rates

1st Term	54 percent
2nd Term	69 percent
Career	93 percent

### Fiscal 1999 rates (as of April 30)

1st Term	46 percent
2nd Term	71 percent
Career	91 percent

### Officer Continuation Fiscal 1998 Rates

Pilot	46 percent
Navigator	62 percent
Non-rated Ops	56 percent
Mission support	41 percent

### Fiscal 1999 rates (as of April 30)

Pilot	41 percent
Navigator	58 percent
Non-rated Ops	59 percent
Mission support	41 percent

*Enlisted retention rates are based upon re-enlistments. Officer numbers are cumulative rates based upon how many enter their fourth year of service (non-rated and mission support) and their sixth year of service (pilots and navigators) who will complete their 11th year of service given existing retention rates.*





# Guardsmen and the new EAF cu

*The TIG Brief* Interview with **Maj. Gen. Paul A. Weaver Jr.**  
**Director, Air National Guard**

**Q:** The Guard Total Force role, is that going to change with the Expeditionary Aerospace Force?

**A:** Yes it will change with EAF, for the better. I believe the EAF is a stroke of genius by our Air Force leadership in the way we do business for the future. We have to do something different because we're beginning to adversely affect our airmen and their families by the pressing ops tempo we've been under. What the EAF will do is integrate the Guard, Reserve and Active Duty Air Force to a level that has never been seen before. It will bring predictability and stability to our Total Force. The Guard and Reserve will add additional value to our Air Force ability to respond in this post-Cold War world. I think we've all been surprised by the high ops tempo that has occurred since the end of the Cold War, particularly in light of the significant reductions in our force structure. The EAF now gives us the opportunity to meet our worldwide commitments more efficiently.

**Q:** The whole EAF concept, can it happen without the Guard?

**A:** No, it can't happen without the Guard and Reserve. Number one, we've evolved into an Expeditionary Aerospace Force. When peace broke out throughout the world, we found ourselves in the position of being asked to be the world's police force. Whether we like it or not, that's where we are, and it's created additional requirements that we didn't envision for our Air Force. As we downsized and operations tempo increased, we turned more frequently to the Guard and Reserve to help. These requests increased to the point that we were asking people to volunteer to help out. Our people volunteered and kept volunteering. We've got some major challenges to overcome in this New World. Taking care of our families, and taking care of our employers is an ongoing critical challenge. It's quite a balancing act for our Guardsmen and can affect our combat readiness. We need ongoing innovative ways to enhance our training and deployments so that we preserve this constitutionally-mandated capability.

**Q:** Is the citizen service concept more applicable under the EAF than under the old Air Force business?

**A:** No — our Guardsmen and women serve both their states and their nation with a selflessness and dedication that makes me proud of all of them. But, availability is the tough issue that defines level of commitment for our people. Here's what we're asking in our guardsmen and reservists to do as a part-time job. Our aviation people are away from home anywhere between 80 and 140 days a year, and this is not their full-time job; obviously, it's not for the money. They love what they're doing. They love aviation. They love being a part of the Air Force, but they also have strong obligations in their civilian lives as well. In a sense, they've got the best of both worlds, but they've got to manage it. I use the story of a guardsman who was asked how he managed those three crucial requirements in his life: his family, boss and the Guard. He said, "Sir, it's simple. When I've got my wife mad at me, and when I've got my civilian boss mad at me, and when I've got my Guard boss mad at me all equally; then I've got it balanced just right." Now, in reality, that's not what we want to have happen. We want them to all be a balanced part of this individual's life. The sacrifices made by Guard and Reserve members and



*Editor's Note: This interview was conducted by Master Sgt. A. Stanley A. DSI, StanleyA@pe... SMSgt. Stanley A. DSI, tributing staff... the TIG Brief*

their families might surprise people but their reasoning shouldn't. They love what they do, hence the training, sacrifices and commitment they make for all the right reasons. The worst thing we can do to guardsmen and reservists is to call them up and have them sit on their butts. They want to do what they've been trained to do. They don't want to be a force in reserve, they want to be right up there in the front lines. If a mission requires filling slots with additional needed personnel, it should be done equally across the Total Force — active, Guard and Reserve. We're working our Total Force pretty hard and we need to concentrate on how to get the most effective mix with our people. And we really need to manage our force when this is all over with, in a way that will give us a better force for the future and correct any mistakes we've made in the past. The EAF is going to do that. The EAF will help us give stability to our force. I'm talking Total Force. It will give scheduling predictability, not only to our troops, but also to their families and, in the Guard and Reserve, very importantly, to their employers.

**Q:** Would you rank the role of the Guard as high or critical to EAF's success?

**A:** Absolutely critical. We can't do the EAF without the Total Force. The active, Guard and Reserve are all



very important to make the EAF work. It won't work unless all three are committed and involved. If you just utilize the active force, the operations tempo we've seen these past few years will exceed our active capability. We know that morale plummets with constant TDYs and eventually, you will drive our troops out of the service, losing critical trained and difficult-to-replace expertise. So the Guard and Reserve are extremely critical to the success of the EAF.

**Q:** What has been the impact of the Kosovo operations on the Guard?

**A:** This has been an extremely successful air campaign, in all facets of airlift, refuelers, bombers and fighters. By any stroke of the imagination, the precision bombing campaign success was phenomenal. However, we're going to need to look over lessons learned here in Kosovo. I think this review is going to go on for some time, and it should give us a chance to even possibly redo some architectural work on the EAF, perhaps refine it. In the beginning of the Kosovo campaign, the Guard and Reserve participation was all accomplished through volunteerism. When we were no longer able to work the mission strictly with volunteers, we used the Presidential Selected Reserve Call-up as a last resort. When the President uses PSRC, middle America is further involved in the day-to-day reality of the war. What the civilian and military leaders of this country really need to know is that the Guard and Reserve are going to be there. They'll be there whether it's under a PSRC, a partial mobilization or volunteerism. It's very easy to access us, and that's really the key for Air Force, Guard and Reserve leadership. The bottom line is: we'll be there. ♦

Interview  
by Senior  
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y is a con-  
f member for



Photos by Senior Airman Jennifer Gangemi, 11th Communications Wing



# TIG Bits

*Lessons from the*

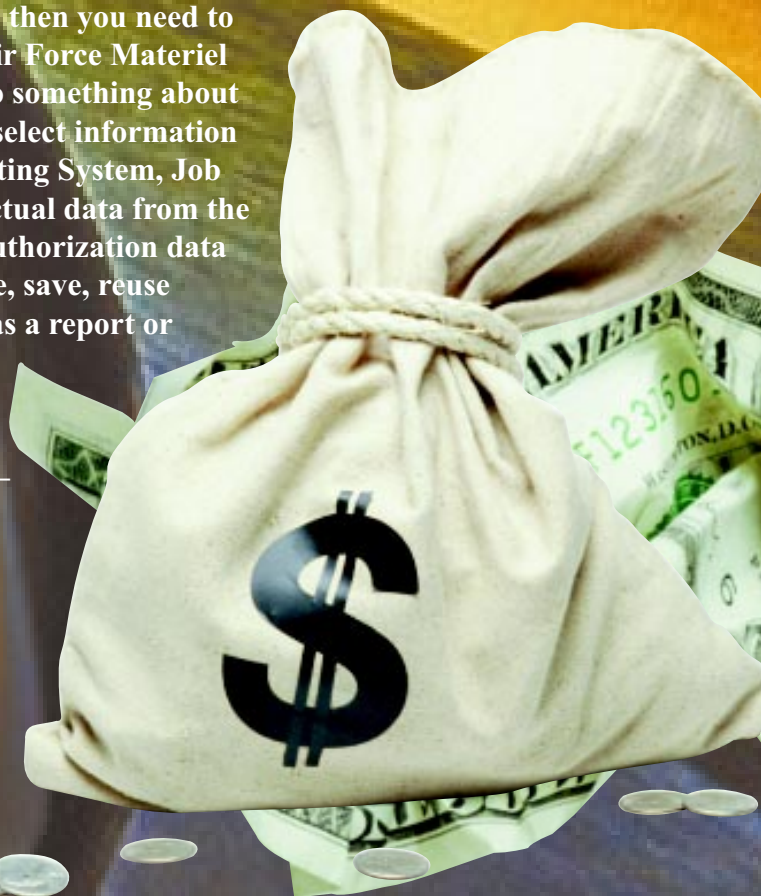
## Budget software helps budget time

Have you ever been tasked to write some type of budget report, only to find you don't have a computer program capable of creating what you need? Do you get frustrated trying to describe your needs to a programmer, mostly because you're not even sure what it is you need? Does your boss complain that you took too long to produce the report? If you answered yes to any of these questions, then you need to call Donna Lynch, DSN 587-4013, of Headquarters Air Force Materiel Command. She had these problems and decided to do something about them. She discovered a web-based system which can select information from a variety of sources such as the General Accounting System, Job Order Cost Accounting System, financial and contractual data from the Acquisition Management Information System, and authorization data from the Unit Manning Document. Users can recreate, save, reuse and modify their own queries, and can retrieve data as a report or download the information to an Excel spreadsheet. The system saves time building the report you need to keep your customers happy. Remember, the word "budget" means not only money, it also means time — yours. (Submitted by AFMC)

## Augmentees shoot down ULO

Are your unliquidated obligations getting you down? Do you have so many current-year funding liabilities that you don't know where to start or how you will ever find the time to reduce them? If you relate to these questions, then try what one base did. One section at an Air Force base, facing a huge ULO dollar deficit, used individual mobilization augmentees to solve their problem. This augmentation of the workforce provided the necessary staffing to address the ULO problem as a single project. The team reviewed over 370 ULO lines worth approximately \$5.2 million. They successfully closed all but 28 lines, bringing the liability down to \$62,000, a remarkable savings. In addition, over the past two years, the section saved an additional \$5.2 million of potential funds that could have canceled, causing a current-year funding liability.

(Submitted by AFMC, Ms. Michelle Bell, DSN 785-1748)





**field**



## QAFA-free Air Force still subject to law

When Quality Air Force Assessments were canceled, the Air Force quickly recognized it still needed to ensure units were complying with public laws, but how? When Air Force senior leadership asked itself this question, the result was the birth of the unit compliance inspection. In Air Combat Command, the UCI became a limited-notice inspection conducted by a team of about 40 inspectors. It is not the old management effectiveness inspection that required dotting the “i’s” and crossing the “t’s”, but an inspection to see how well bases are complying with public laws and Air Force guidance; things like compliance with federal and state environmental laws. It is still an inspection of paperwork — not how pretty that paperwork is, but how accurately it is maintained. So keep constant documentation of what is done and UCIs will be a snap.  
(Submitted by ACC, Col. James D. Wessler, DSN 574-8708)

## Fanning the flames of creativity

A common practice in the IG community is to identify best practices, processes that stand out. Best practices not only identify performance above that of peers; they are used to give credit for innovative thinking. There is great diversity among the best practices identified, everything from big money savers to self-improvement programs. In today’s do-more-with-less environment, being creative is a must. Don’t just live with it! Be creative! All problems have solutions! Get out of the “Base X syndrome.” If a solution is not written for your problem, write your own.

(Submitted by ACC, Col. James D. Wessler, DSN 574-8708)

### **TIP US OFF!**

Got any groundbreaking bits of wisdom like the ones on these two pages? E-mail them to [gbrief@kafb.saia.af.mil](mailto:gbrief@kafb.saia.af.mil).

# Citizen Airmen

**The TIG Brief Interview with Major General  
Chief of the Air Force Reserve**



Expeditionary Force is very similar to the way we've done business for years. We had to take a long-range look to ensure that our training schedules were established in advance and we had some stability. What EAF will do now is help us and the active force add predictability to their schedule, which is important because we're going to be mixed in with them on

deployments.

**Q**: What are some of the concerns? I would think that being able to allocate specific units that are needed in a particular AEF, based upon their makeup and getting schedules to coordinate might be difficult.

**A**: Timing is important to the Reserve component. You have only a specific period of time to get your forces in, perform the mission and then get them back out. You have to schedule their return leg so you know ahead of time when one group of Reservists is coming home and who is taking their place so you don't have a gap in capability. Historically, this has been the most difficult, finding out the requirements and then laying in a force to go there. The kicker in all of this will be the actual implementation and how we work through the early stages. This will set the pattern for how we'll do in the future.

**Q**: The EAF has been put on hold, or at least on the back burner, while the Kosovo conflict is going on, is that correct?

**A**: Not really. EAF is still on track even though our whole focus is on the Kosovo operation. But because of the importance of EAF and needing to have the AEFs ready to step forward, we've had to continue with the planning. The Chief has not changed the implementation date. We're going to be there and we'll be ready.

**Q**: As you've said before, the reserve side of the house has kind of worked under an EAF doctrine to some degree, philosophically in the past. Would the citizens hold your concept more



**Q**: Speaking as a reservist, we know that there will be some very significant changes when the EAF comes on line. What's the real change under the EAF?

**A**: We believe EAF gives Air Force Reserve Command a very good road map. It will give us the predictability and the flexibility to do the things we are asked to. EAF will give us stability and the predictability to say in advance which units will be next in line. The rest of their schedules, training and other

commitments will be built around that. I certainly think it will make life for our Reservists much easier. And this is not all that new for us in the Guard and Reserve because an Aerospace

Photos by Senior Airman Jennifer Gangemi, 11th Communications Wing





# n and the new EAF culture

aj. Gen. James E. Sherrard III

applicable now then it was under the old garrison force?

**A**: Well, from the Air Force perspective, the Reserve never really was a garrison force because of the way we operate. We're deeply intertwined in the daily mission of the Air Force. Because of that, we're part of virtually every mission the active force has. That's the beautiful part of the way we do business. As you know, they [the active force] define the standard they want us to train to achieve, then we train to that standard and they evaluate us. So there is never any doubt in anyone's mind as to the caliber of the force we provide, our capabilities or our readiness. We are also working hard to make sure we keep our weapons system up to date so that we can have essential inter-operability with active duty units. While we may not be flying a specific block of airplanes, we still are interoperable with other similarly equipped units and there's no loss in capability. That's the key to success in the EAF. It provides a specific capability that is the right force for what you're trying to do. That's what we're looking for in each one of those AEFs. You never have any loss in the ability to meet the requirements of the war fighter who says, "This specific capability is important to me." What he needs is what we have to have covered in advance.

**Q**: Would you rate the role of the Guard and Reserve as high or critical to the overall success of the EAF concept? If so, how and why?

**A**: I'd say it's critical. It's critical not from the standpoint that we are so unique in the capabilities we bring to the fight, even though I do think we are. It's critical because we are such a key segment of the force. We stand right there side-by-side with our active duty counterparts. We have mission segments set across the three components of the Total Air Force: the active force, Air Force Reserve and Air National Guard. Another huge piece of the puzzle is the contributions of our civilian work force.

**Q**: The coming millennium, what do you see the role of the reservist, obviously expanding, but the role of the reservists in the next century ... how do you see it in terms of the partnership in terms of the Total Force, is it something we're going to be expanding even more than we have in say the last 20-30 years? Or do you think there is a specific role for the reservists that will be

pretty much defined just by the need?

**A**: I think the future looks good but there are some pieces of it that we have to be careful about. Our key to success is our experience base. We like to recruit experienced people as they leave the active force but there are only so many for us to recruit. Therefore, the only option we're going to have is to recruit from non-prior service people. We have non-priors now who are fantastic assets for us but you have to build their experience base and that takes time and money. Also there's a fine balance in terms of the size of the reserve component in relation to the active force. We'll have to play that out based on the mission segments they ask us to do. The other big piece of the puzzle will come from the individual and the unit programs. In some areas the individual Reservist, or the IMA as we know them today, will be key because they often bring a unique specialty that you can focus on the duties of the active force. The active force needs this particular skill but they may not need it all the time, so the best way to do it is to have a member of the Reserve forces available to do the job. Because we can offer some unique contributions to the Total Air Force, we cannot let ourselves get trapped into a cookie cutter-approach. Not everybody fits the cookie cutter. We focus on every mission and get in there with our sleeves rolled up to provide the best capability, hopefully the best efficiency and least cost to the American taxpayer. But the key is that we provide the best tools for the Air Force to do its mission, whether we're talking about an Air Force Reservist or an ANG member. Which tool they use is a decision that needs to be made by the leadership standing there at that point in time. The beautiful part is that the capabilities and the abilities are the same across the Total Air Force. That's the key — and once we all understand it and know how to employ it, we'll always be number one. ♦

*Editor's Note: Interview was conducted by **Senior Master Sgt. Andy Stanley**, SAF/PAI, DSN 426-8372, StanleyA@pentagon.af.mil. Stanley is a TIG Brief contributing staff member.*



# USAFE Nuclear Surety

## Slippery slope to sur

## *Command takes a u-turn toward c*

**By Maj. Joseph E. Dalton**

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Over the last 10 years U.S. Air Forces in Europe experienced wide swings in nuclear surety inspection results. The inspection ratings in 1993 hit a new low, especially at the geographically separated munitions support squadron units. The inspection results led to special management reviews focused on determining the root causes of the failures.

The problems experienced at the MUNSS units were symptomatic of larger issues that eventually surfaced at nuclear-tasked units throughout the Air Force. No single element was identified as the root cause. While the manning composition of the MUNSS made them more susceptible than larger units, a combination of factors contributed to the overall trend in NSI ratings.

These initiatives, taken together, created an environment for decline:

- The merger of the aircraft maintenance and munitions officer career fields created a much larger pool of officers for assignment to MUNSS units. Many aircraft maintenance officers selected for MUNSS assignments possessed far less

nuclear experience than the career munitions officers.

- Air Force regulations gave way to Air Force instructions. The instructions were less specific and allowed unit leaders more latitude. However, the merger of the aircraft maintenance and munitions officer career fields also meant that less-experienced people were trying to interpret less-specific guidance.

- The Regionalized Maintenance Concept drew the highly experienced enlisted nuclear weapons maintenance personnel from the MUNSS units to the regional main operating base locations. Stockpile management responsibilities were shifted to other specialty codes that were not normally involved in the day-to-day stewardship activities performed by nuclear weapons maintenance personnel.

- Downsizing of the Headquarters USAFE munitions support staff resulted in canceling nuclear surety staff assistance visits. Consequently, major command oversight of the MUNSS units was greatly reduced.

In spite of the problems,

there are bright spots:

- The units that showed the most improvement reflected active leadership involvement in the most critical areas.
- The technical operations seen at one MUNSS were the best seen in three years.
- Another MUNSS displayed the most effective nuclear ordnance commodity management and quality assurance programs seen in two years.

Much good came from the review. The MAJCOM staff was rebuilt and restructured to provide more effective oversight. With the larger staff came the return of nuclear surety staff assistance visits. The nuclear weapons maintenance personnel were returned to the MUNSS units because the Regionalized Maintenance Concept proved unworkable.

The command sought to improve the screening process for selecting officers for MUNSS assignments. As a result, the process was refined to ensure only nuclear-experienced officers were chosen to fill critical jobs. Officers without experience were sent to the Nuclear Maintenance Officer Course prior to assignment.

The MAJCOM created the Nuclear Surety Program Steering Council, chaired by the

# e-footed comeback

## continued improvement

USAFE vice commander, to review overall nuclear surety management for the command.

Command supplements to the Air Force instructions were enhanced to provide the detail required to compensate for reduced levels of experience.

The most visible systemic problem related to explosive site planning. The command is attacking this through an Explosive Site Plan Tiger Team. The team is visiting each MUNSS unit, reviewing site plans,

evaluating unit policies and procedures and conducting in-depth site surveys.

As a result of these initiatives, inspection trends improved.

The difficulties experienced by the command in the early '90s led to a renewed focus on nuclear matters throughout the logistics community. The renewed focus is paying dividends.

With sustained leadership involvement, future inspections are certain to reflect continuing improvement. ♦

## The road to improvement

### How USAFE got there

- MAJCOM rebuilds, restructures staff for more effective oversight
- USAFE resumes nuclear surety staff assistance visits
- Maintainers return to MUNSS units
- Command refines screening for MUNSS officers
- New steering committee reviews USAFE nuclear surety management
- Command enhances supplements to Air Force instructions



The National Atomic Museum at Kirtland AFB, N.M., serves as a resource for all aspects of nuclear history and science. Owned by the Department of Energy and operated by Sandia National Laboratories, the museum is famous for its exhibits of nuclear weapons from all eras. Some of the munitions are still in the active inventory. Take a virtual tour of the museum at [www.parks@atomicmuseum.com](http://www.parks@atomicmuseum.com)



# Fraud in the Air Force

**Maj. Steve Murray**  
AFOSI/PA DSN 857-0989

## False Claims

**Subject:** Department of Defense Contractor

**Synopsis:** A lawsuit alleged that a Department of Defense contractor cleaned and repainted used and refurbished components when it manufactured computer products sold as new to the Army and Air Force and Navy Exchange Services. Components included computer chassis, power supplies and floppy disk drives.

**Results:** A civil suit ordered the payment of \$3.5 million to be paid by the contractor, with \$525,000 going to the relator.

## Larceny by Fraud/Embezzlement

**Subject:** Department of Defense Contractor

**Synopsis:** A Department of Defense contractor, the contractor's president and chief executive officer, and government employees were involved in stealing new and used serviceable aircraft parts and reselling the parts to aircraft surplus and parts

The Air Force Office of Special Investigations investigates all types of fraud perpetrated against the government. Through our fraud investigations program, we help ensure the integrity of the Air Force acquisition process. These investigations typically involve contractor misrepresentation during the process of procuring major Air Force weapon systems. Our focus is to maintain an effective fighting force by deterring contractors from providing substandard products and services, and to recover government funds obtained through fraudulent means. We also make significant contributions to flight safety and help protect critical Air Force resources. Other types of fraud we investigate involve military and civilian members who have been caught cheating the Air Force. Mutual command and OSI support, coupled with teamwork, are essential for successful prevention, detection and neutralization of fraud. On this page are some examples.

companies. The stolen parts originated from Defense Logistics Agency and Defense Reutilization and Marketing Service warehouses.

**Results:** The individuals involved pleaded guilty to the charges and await sentencing. Investigative seizures of the stolen parts exceeded \$4.2 million.

## Voluntary Disclosure — False Claims

**Subject:** Department of Defense Contractor

**Synopsis:** A Department of Defense contractor responsible for developing a computer simulation program knowingly made false and inflated labor cost claims. The contractor held contracts with the Air Force and the Defense Threat Reduction Agency.

**Result:** A civil settlement ordered the contractor to pay \$300,000 to the government in restitution. ♦





# Recent audits

Mr. Ray Jordan AFAA/DOO DSN 426-8013

## Information Security

An AFAA auditor found that documents classified “secret” were left unsecured by personnel from previously deployed units. Also, management did not ensure safe combinations were changed as required, classified documents were marked with declassification dates, security managers provided periodic security training and personnel monitored deployed use of classified containers. Upon notification by the auditors, the commander immediately initiated a security investigation of the classified material left unsecured and promptly began corrective action for the other conditions identified. Because of the hard work of both the auditors and management, security was greatly strengthened at this high operations tempo location. *(Report of Audit WH099040)*

## Air Force Gold Program

Air Force personnel at an Air

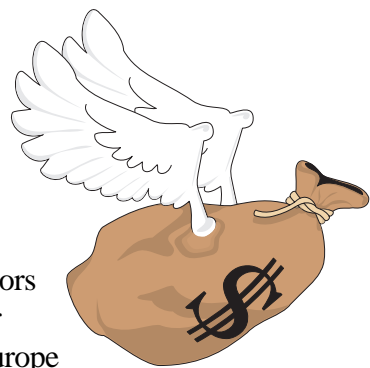
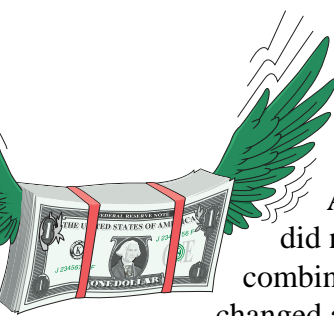
Force Materiel Command buying center needed to improve management controls to ensure the Air Force Gold Program is used as intended. The main objective of the program is to reduce total Air Force materiel costs by repairing aircraft parts at Air Force bases rather than the depot. However, the buyers were using the program to generate funds for the base by withdrawing items from various Defense Reutilization and Marketing Office sites, repairing the items and then turning them in to base supply for credit. For example, Air Force Gold Program personnel obtained a credit of \$224,147 from base supply for items that were obtained from various DRMOs. However, the Air Force did not get any benefit from this action because the parts were subsequently determined to be excess and returned to disposal. In addition, the processing costs for 159 items ordered from DRMOs exceeded the value of the items. Management’s timely corrective actions should help ensure the Air Force Stock

## Auditors’ Files

Fund does not pay for unneeded or unusable items and the Air Force Gold Program properly reduces Air Force materiel costs through the base repair of items. *(Report of Audit DE099016)*

## Base Initiated Adjusted Stock Levels

AFAA auditors at a U.S. Air Forces in Europe base identified 47 special-level items, valued at \$577,811, that were not fully justified and no longer needed. In addition, management maintained five items, valued at \$128,000, that were known excess to requirements. During the audit, stock control personnel removed all unjustified items from special level designation, identified excess on-hand quantities and initiated action to return items after receiving disposition instructions from the depot. To eliminate a possible recurrence of this situation, the commander instructed that the unit flight chiefs approve all future special-level revalidations. ♦ *(Report of Audit ER099024)*



The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations. Air Force officials may request copies of these reports or a list of

recent reports by contacting Mr. Ray Jordan at the number listed above; e-mailing to [reports@pentagon.af.mil](mailto:reports@pentagon.af.mil); writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at [www.afaa.hq.af.mil/](http://www.afaa.hq.af.mil/).

# Airworthiness



## Used properly, symbols tell the true story

**By Mr. Carroll B. Herring**  
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Airworthiness symbols and mission-capable codes are related but not interchangeable. This brief explanation makes a distinction between them and provides general information concerning code assignment and documentation.

### **Not Just Symbolism**

Are you sure the airworthiness symbol you just recorded on Air Force Technical Order Form 781H correctly reflects the aircraft airworthiness status? The proper use of airworthiness symbols during aircraft maintenance is essential to

prevent accidents and loss of life and property. The Air Force cannot afford confusion on the part of the mechanic or aircrew about which symbol to use or the airworthiness status of an aircraft after viewing maintenance documentation.

The maintenance crew or the aircrew assigns a symbol based on their judgment regarding the discovered discrepancies and associated technical data.

### **3 Red Marks**

Three distinctive red symbols are used for instant recognition of the airworthiness of an aircraft during maintenance:

- Red X: Aircraft is considered

unsafe or unfit for flight and is not to be flown until the unsatisfactory condition is corrected or the symbol is cleared by a certified mechanic.

- Red dash: Aircraft condition is unknown and a serious condition may exist. Situations that can result in assignment of a red dash include the need for required inspections, accessory replacement, operational check, functional check flight or necessary maintenance.

- Red diagonal: An unsatisfactory condition exists which is not urgent and does not warrant grounding the aircraft.

Discrepancies and corrective actions are documented in the AFTO 781 series forms per instructions contained in TO 00-20-5.

Guidance on the use of airworthiness symbols is in TO 00-20-1.

### Status vs. Symbols

Airworthiness symbols are not be confused with mission-capable status codes, which reflect the condition of the aircraft to accomplish its mission.

The Minimum Essential Subsystems List (MESL) identifies the aircraft systems or subsystems that must be working for mission accomplishment.

The MESL contains two separate lists: the Basic System List (BSL) and the Full System List (FSL). The BSL lists a unit's specific wartime, training and test missions and the systems and subsystems that must be working for a unit to accomplish those missions. The FSL

lists all systems and subsystems needed to do all of the BSL missions and other kinds of unit sorties, for example, Program Depot Maintenance (PDM) delivery flights.

In most commands, the flightline expediter determines the aircraft mission-capable status code and coordinates it with the production superintendent and the Maintenance Operations Center (MOC).

### 3 Little Words

Three codes are used to readily identify the mission capability of an aircraft:

- Full mission-capable (FMC): All systems, subsystems and components identified as needed in the FSL of the MESL are working.
- Partial mission-capable (PMC): Aircraft can do at least one, but not all, of its missions.
- Not mission-capable (NMC): Aircraft can't do any of its assigned missions. It may be as a result of a system, subsystem

or component not working which is needed for all BSL missions or an aircraft non-airworthy condition.

Aircraft mission-capable status codes are recorded in the Core Automated Maintenance System (CAMS). Air Mobility Command uses CAMS for Airlift (G081).

Specifics on the use of mission-capable status codes can be found in Air Force Instruction 21-103, *Equipment Inventory, Status and Utilization Reporting*. ♦

### Not to be confused

- **Airworthiness:** Indicated by symbols
- **Mission Capable:** Spelled out in code



Photo by Senior Airman Jeffrey Allen

Y2K Digital Timer:  
123 days  
until  
1.1.00  
as of 8.31.99



# Y2K — Are You AOK? 10 tips

by Brig. Gen. Gary A. Ambrose

Director, Air Force Year 2000 Office,  
Air Force Communications and Information Center

The Year 2000 bug, the potential that some computers and software might be unable to process one or more dates in the year 2000, is not just a computer problem — it's an operational readiness issue for the Air Force. We must be able to perform our missions on Jan. 1, 2000 and beyond, even if computers and embedded chips fail.

The Air Force is aggressively tackling the Y2K problem, using a comprehensive, multifaceted approach. We have surveyed, fixed and certified our systems and installations. We're presently engaged in extensive assessments of our ability to accomplish our missions in a "Y2K environment" via Air Force and joint exercises. We're also building our "consequence management" plan — how we'll handle actual Y2K events when the clocks roll.

But, the real key to our Y2K success lies at the unit level, where missions are accomplished. That's why we emphasize commander and supervisor involvement and take every opportunity to underscore the importance of well-conceived, resourced and tested contingency and continuity of operations plans.

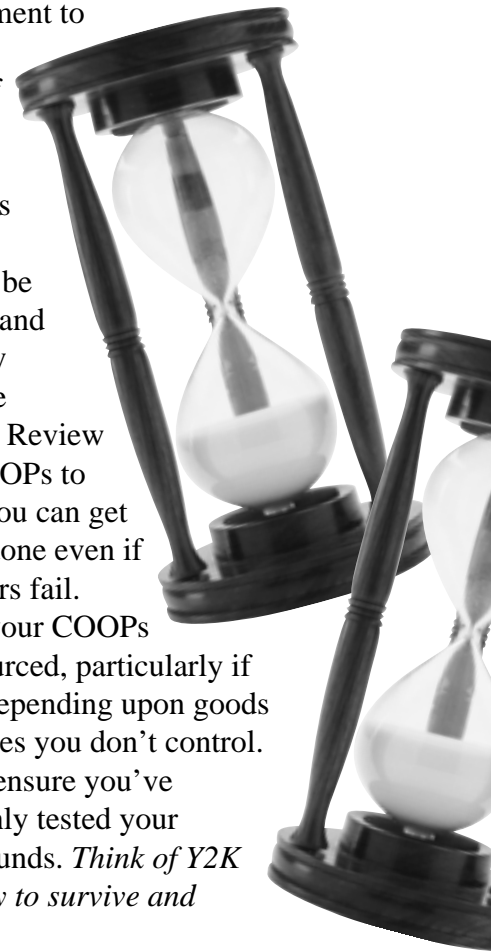
To help the folks "where the rubber meets the road" to handle the task, we have devised and updated the following "Top 10 Tips for Handling Y2K" for commanders and supervisors at all levels. I'm confident most of you are already doing these things, but take a minute to review the list. Perhaps there's something you haven't done lately — and this isn't the time to become complacent.

**10. Take a look at your Y2K team.** Ensure your wing's Plans and Programs people are involved in Y2K planning. Continuity is important. Are the people who have been working Y2K still going to be in place when Jan. 1, 2000 rolls around? Do you have regular meetings with your Y2K steering group? *Remember: commanders and supervisors at every level are their unit's/work center's Y2K project officer!*

**9. Review and exercise your Continuity of Operations Plans.** A Y2K test at Keesler Air Force Base, Miss., showed us we couldn't simply rely on assurances that systems are Y2K compliant. During that May 11-12 test, "compliant" systems — including commercial, off-the-shelf software, encountered Y2K anomalies. Ensure your COOPs

cover your mission-critical processes — the ones you can't afford to shut down. Use operational risk management to assess which of your critical processes are most likely to be affected and how they would be affected. Review your COOPs to ensure you can get the job done even if computers fail. Ensure your COOPs are resourced, particularly if you're depending upon goods or services you don't control. Finally, ensure you've thoroughly tested your workarounds. *Think of Y2K as ability to survive and operate!*

**8. Continue to scrutinize the Y2K condition of tools, systems, equipment, supplies and facilities needed to perform your missions.** Have you identified all your mission-critical devices with embedded microchips? They are everywhere, from your thermostats to your radar. Do you know the Y2K status of those embedded systems? Your major command functionals or the Air Force



# ...s on how to face the future

Y2K homepage, <http://year2000.af.mil>, can help. Don't overlook government-furnished equipment you provide to a contractor or equipment you lease. Ensure you have a clear agreement regarding who is responsible (you or the contractor or lessor) for the Y2K status of that equipment. *Assume you won't find and fix all the "bugs."*

**7. Don't delay fixes while you await outside funding.** The supplemental funding approved in March won't cover all expenses. The amount allocated to infrastructure will only address

Category I (mission-critical) requirements. Replacement isn't always the best Y2K fix. Look for free fixes, such as software patches available on the web from some software manufacturers, but be sure to have them scanned for viruses by your base network

folks. Also, consider reallocating compliant equipment from lower priority functions to mission-critical functions. In any case, use ORM to prioritize your efforts and allocate resources.

**6. Determine what you don't control that could shut you**

**down, such as off-base utilities.** Have you contacted your suppliers? Are they Y2K compliant? Have you explored delivery alternatives for those who may be unable to deliver essential goods and services? *Tell your suppliers you expect them to deliver, Y2K or not.* Ensure your COOPs cover the potential interruption of essential goods and services.

**5. Partner with your local municipalities.** Have you brought them into your planning efforts? Are they working Y2K as hard as you are? Include them in your Y2K exercises. Review the provisions for *immediate response* outlined in Department of Defense Directives 3025.1, 3025.15 and 5100.46 and supplemented by the Deputy Secretary of Defense's Feb. 22, 1999 memorandum on the subject. Ensure your off-base partners understand the limitations on support your base can provide, should Y2K-induced disruptions occur. *You have a vested interest in community preparedness!*

**4. Bring your associate units into the loop.** Associate units should be members of your Y2K team. Ensure you have

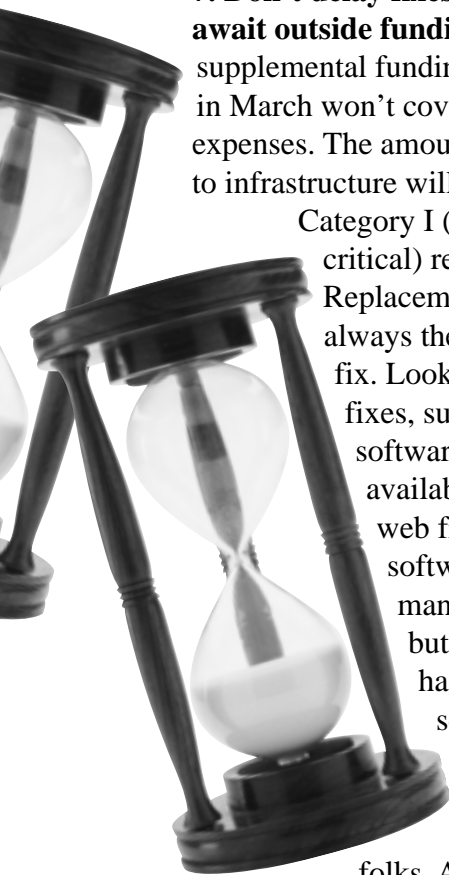
considered their requirements in your preparations.

**3. Aggressively tell the Air Force Y2K story.** You should execute a robust public affairs plan for Y2K. Tell the Air Force story that we're prepared, we'll remain ready to fly and fight and take care of our people, no matter what computers do. Your efforts will build confidence among your military and civilian work force, their families and your local communities. *Our goals are to inform to prevent crisis mentality and to reassure our deployed folks that their families will be OK.*

**2. Take a comprehensive look at your unit to ensure you can accomplish your essential missions when the clocks roll.** By now you have done your "end-of-runway check" and have reported to your MAJCOM. Continue to actively review, test and revise, if necessary, your contingency plans and COOPs. *You must assume important systems will fail, and have resourced, tested contingency and COOPs in place!*

**1. When asked "Who is your unit's Y2K project officer?," the only correct answer is, I am!"** With everyone's continued diligence, Y2K will only be a blip on our scopes. Continue your Y2K preparations — Jan. 1, 2000 is one suspense we cannot slip!

*Those who fail to plan, plan to fail. You must remain mission-ready — no matter what the computers do!♦*



# Air Force weighs Stop-Loss effect

By Staff Sgt. Michael Dorsey

Headquarters United States Air Force

WASHINGTON — Stop-Loss will undoubtedly affect the airmen in critical career fields who planned to separate from the Air Force between June 15 and the end of Operation Allied Force. However, Air Force personnel officials say the ripple effect of the action will extend to other areas of the Total Force as well. Slowing the exit rate (separations and retirements), explained the officials, can affect promotions, permanent changes of station and Reserve component relations with civilian employers.

Stop-Loss freezes some 6,000 airmen in 85 selected critical career fields from leaving the Air Force between June 15 and the end of December. That means 6,000 people for personnel experts to work around the normal flow of about 40,000 airmen headed for PCS moves this summer. The Air Force will also grant waivers to Stop-Loss actions for emergencies such as separations for personal hardships, according to Maj. Gen. Susan L. Pamerleau, Air Force director of personnel force management.

Meanwhile, airmen and their families who have shipped household goods or started permissive temporary duty or terminal leave before June 15 are also exempt from Stop-Loss. To keep promotions on schedule, the Defense Department, on the Air Force's behalf, has asked Congress to grant grade relief, letting more than the usual maximum number of enlisted people and officers serve in the senior ranks during Stop-Loss.

During the Stop-Loss duration, the general added, the Air Force will also work hard to make sure Reserve component people can return to their civilian jobs as soon as possible, keeping their disruptions to a minimum.

(AFPN)

Check out  
the Stop-Loss web site  
via the Headquarters Air Force Personnel  
Center home page  
[www.afpc.randolph.af.mil](http://www.afpc.randolph.af.mil)

## News Bits...

★ *Air Force Chief of Staff Gen. Michael E. Ryan has named Chief Master Sgt. Frederick J. "Jim" Finch to serve as the 13<sup>th</sup> Chief Master Sergeant of the Air Force. Finch is currently the command chief master sergeant for Air Combat Command.*

(AFPN)

★ *The President announced his intent June 2 to nominate F. Whitten Peters to be Secretary of the Air Force. Peters has been Under Secretary of the Air Force since November 1997.*

(AFPN)

## Kosovo ops area declared combat zone for tax purposes

The Kosovo area of operations has been designated as a combat zone for tax relief benefits. The area encompasses the Federal Republic of Yugoslavia, Albania, the Adriatic Sea, the northern Ionian Sea and the airspace above all these areas.

Tax benefits for military people serving in the designated area include:

- \$ Deadline extension for filing and paying taxes
- \$ Exemption from income tax for military pay for months served in combat zone (subject to dollar limit for commissioned officers)
- \$ Exemption from telephone excise tax for toll calls originating in combat zone

The tax deadline extension also applies to U.S. military people deployed overseas in support of operations in the combat zone. In addition, U.S. military people serving in this area will be eligible for imminent danger pay of \$150 per month.

(AFPN)



Special Interest Notice to Airmen

# KOSOVO IMPACT ON THE EAF



*Gen. Michael E. Ryan*  
Air Force Chief of Staff

Today, our Air Force people here at home and abroad are working incredibly hard supporting our national interests. Operations Northern/Southern Watch in Iraq and Operation Allied Force in the Balkans are tough challenges and our airmen are engaged in very dangerous and complex missions. Our thoughts and prayers are constantly with them. We could not possibly mount operations of these magnitudes without the superb planning and preparation by our great officers, airmen and civilians in the active, Guard and Reserve components. There

is no doubt that the Air Force, and indeed the nation, appreciate your vital efforts — whether you're supporting operations from home base or abroad.

Operations Allied Force and Shining Hope are just causes — and we will prevail. These operations have again reinforced the importance of our expeditionary capabilities. As a service, the Air Force has always been expeditionary — during World War I, World War II, Vietnam and other conflicts, the Air Force has deployed to remote places on short notice to answer our nation's call. Our transition to an Expeditionary Aerospace Force is nearly complete and we've been on track to implement the Aerospace Expeditionary Forces schedule later this year.

Our planned AEF schedule uses 20 percent of our force to handle steady state contingency operations. Major theater operations require not only a Total Force effort, but commercial capabilities as well. Operations Allied Force and Shining Hope, in addition to our steady state

Northern and Southern Watch commitments, require a force level commitment well above 20 percent. This surge in our operations tempo is higher than during either the Gulf or Vietnam wars. For that reason, we have instituted the Stop-Loss Program for the specialties that are crucial to ongoing operations. We have provided commanders with the flexibility to waive Stop-Loss in cases of compelling cause and undue hardship. We will cease Stop-Loss at the earliest practical opportunity.

Let me assure you, our EAF concept is more important today than ever. Since many of the units scheduled to be in the first two AEFs on Oct. 1, 1999, are currently deployed in support of Operation Allied Force, clearly this will have an impact on our AEF implementation timeline. Once our requirements for Allied Force and Shining Hope have subsided, we'll reconstitute the force just as we would following any major conflict by providing time for rest and recuperation of our people and time for the regeneration of our combat and support units' capabilities. We will have as the target, implementation of the AEF schedule on a sustained basis.

I know this is a very challenging and busy time for our people and units. I am extremely proud — but not surprised — of the way our Air Force people have risen to this challenge and are performing so magnificently. The work you are doing with aerospace power is critically important for our nation and freedom's cause. Keep up the great work and Godspeed. ♦

*Michael E. Ryan*



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